

legal*i* insider

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▶ **K&L Gates to stay with Elite after SAP U-turn**

From a bullish start that saw then chief information officer Scott Angelo claim that K&L Gates' successful rollout of SAP would be a turning point for the legal industry, a year and a half and a change of management later, the top US firm has shelved the project and decided to stick with Thomson Reuters Elite.

K&L Gates announced in May 2016 that it had selected SAP as its financial management system, with NTT as its systems integrator (SI). NTT is a SAP global services partner but has no known experience to date of SAP roll outs in the legal sector, with Angelo having looked for a SI with experience of implementing SAP in professional services firms.

K&L Gates had plans to implement SAP's financial and business planning and consolidation software, and in 2016 was trialling its customer relationship management module.

However, the SAP selection coincided with a string of partner departures, staff layoffs and a senior management change at the Pittsburgh-headquartered global giant.

Above the Law claimed in an article in February 2017 that 200 staff had been let go across the firm, while in September 2016 K&L Gates announced that Peter Kalis would step down as chair and global managing partner, with the firm electing Michael Caccese and James Segerdahl to succeed him on 1 March 2017 as chairman of the management committee and global managing partner respectively.

In January 2017, Angelo took up a new position as CIO of Fragomen. In January 2018, COO Joe Palermo took up an equivalent position at Lowenstein Sandler.

Speaking to Legal IT Insider, Neeraj Rajpal, who took over as CIO in May 2017, said: "A lot of the people involved with the project are no longer here but all I can tell you is that the plan is to stick with someone big in the legal market and to stay with a proven vendor that is entrenched in the Am Law 100 – and that is Thomson Reuters Elite."

K&L GATES TO STAY WITH ELITE CONTINUES ON P.5

▶ **Travers selects NetDocuments in first UK top 40 win**

In its biggest UK win to date and the first within the UK top 40, Travers Smith LLP has selected NetDocuments to replace its legacy OpenText document management system, with IT director Ann Cant citing security as a key factor behind the decision.

Travers Smith engaged 3Kites Consultancy to provide an independent analysis of the DMS market and help with the selection process. The firm also formed a working group comprising partners, associates and members of business services to look for an innovative, cloud-based approach to document and email management.

"We are seeing more firms getting hit with data breaches than ever before," said Cant. "We also have to be mindful of compliance and the large fines imposed for non-compliance. No firm wants a compliance or data breach that could have been avoided."

TRAVERS SELECTS NETDOCUMENTS CONTINUES ON P.5

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► Disruption alert: New digital legal hub to launch

In a move that ought to be watched closely by the likes of Legal Zoom and Rocket Lawyer, Merlie Calvert, formerly director of business legal services at LHS Solicitors will shortly launch Farillio, an online community for individuals and businesses to access all their legal documents and know-how for a monthly subscription fee of £8, supported by a network of external advisers.

Farillio is based in London's Techhub campus in Silicon Roundabout, where startups are vetted and accepted on the basis of their business plan. The company's advisers include Derek Southall, head of innovation and digital at Gowling WLG and founder of Hyperscale. Other advisers (see below for the full list) include the former CEO of De Beer's Diamond Trading Company, Varda Shine.

Calvert herself was formerly commercial director at De Beers, before joining Mayer Brown as of counsel in its EU and competition group. At LHS, which she joined in March 2015, Calvert's remit was to design and grow a new, innovative legal services provider for the SME sector.

Calvert designed and launched elXtr; a digital hub for the insurance sector. Speaking to Legal IT Insider, Calvert said: "I built a basic version for the insurance business of what we're now launching. I feel so lucky for that opportunity – how many people give you a blank canvas and a budget? It showed me that it can be so much bigger: they were insurance focussed so wanted a product for their insurance clients but when I started out I wanted to launch a new type of law firm and be truly disruptive."

She adds: "elXtr was the starting point and the foundation: it's a really nice document hub and an efficient system for connecting clients with experts. But that's just the starting point. If you look at the customisation in every other part of our life, that's where we're going as consumers and as individuals. After I drop my kids to school I have a short walk to work, in which time I organise my life, but it amazes me that you walk in the door of a law firm and leave all of that behind you."

Farillio, which will shortly go to market for investment, has reimagined the legal experience – including the code for its automated documents – from scratch, by asking the question 'what would it look like if it was easy?'

Its chief technology officer, Dan Jacobs, was previously CTO at Virgin.com. Senior developer James Croft has over 10 years' experience of building apps, wearables and online platforms and websites in the travel, transport, medtech, healthcare and pharma sectors.

A new joiner in January, Maral Aghazi is Farillio's sales and CRM executive who joins from Google.

The team, looked at the likes of Document Editor and Google Docs as well as the editing functionality in Microsoft Word but Calvert said: "Nothing had exactly what we wanted and the guys sat down and said 'we may be creating a rod for our own back but starting from scratch will be worth it.'"

Users of the platform can edit their documents with track changes and refer to in-built how-to guidance, as well as collaborate and share documents. The platform retains a record of prior use and documents, which will include a user's own logo, can be edited and replicated an unlimited number of times or users can pay to connect to one of Farillio's experts – who may be legal or from other sectors such as the insurance sector.

DISRUPTION ALERT CONTINUES ON P.3

DISRUPTION ALERT CONTINUES FROM P.2

Firms that Farillio is already working with include The Wilk Partnership in Birmingham, which will provide advice and guidance when it comes to corporate, commercial and employment law.

Stobbs IP will advise on intellectual property and EIP on patents.

In the Spring, Farillio is looking to further bolster its expert line-up with the addition of a commercial property specialist in the Wales and West Country region.

Farillio, which will formally launch on 28 February, so far has raised money from friends, family and angel investors but will shortly be launching a formal investor campaign. Calvert said: "We have taken good advice on what we need to grow and how to grow. We're about to launch and have real confidence in what we're doing."

She adds: "The platform will be a rich ecosystem of experts and on-demand solutions. You're not paying for one document – they're all yours, because we noticed that charging per document does create a relationship and drives some unhelpful behaviours. You might as well go to Google Drive. These documents are always going to be there, and we'll learn more about you and reflect you and make it as easy as possible to do it yourself. It all comes back to what would it look like if it was easy?"

Farillio's Advisory committee:

Derek Southall, (Founder and CEO Hyperscale Group Limited/ Head of Innovation and Digital, Gowling WLG);

Tarne Bevan, (Business Mentor and Fintech/Regtech specialist);

Varda Shine, (NED on various, business mentor and advisor, former CEO De Beers's Diamond Trading Company);

Peter Ibbetson (Chairman of small businesses at RBS, founder and director of JournoLink, NED for various, inc. the National Enterprise Network); and

Sophia Adams-Bhatti, (Director of legal and regulatory policy, the Law Society)

► Contract Express wins Freshfields, NRF & HSF as clients

Thomson Reuters Contract Express has expanded its client base by over 40% from 90 to 130 in the past year, including winning the business of global giants Freshfields Bruckhaus Deringer, Norton Rose Fulbright, Herbert Smith Freehills, Mayer Brown and EY Legal, we can reveal.

The wins were celebrated at a Contract Express user group on 11 January hosted by Penningtons Manches, where Orange Rag editor Caroline Hill chaired a panel to discuss the various steps to automation success, involving long established users Pinsent Masons and DWF; together with newer converts Osborne Clarke and Penningtons.

The list of new clients is long and distinguished, as automation notably becomes a top priority for an expanding number of global law firms. In addition to those firms named above, Contract Express client wins in 2017 included UK top 20 firm Gowling WLG; top 30 firm Fieldfisher; 600-lawyer French firm Gide; Singapore law firm WongPartnership (the first Singapore headquartered firm to adopt Contract Express); nine-office Middle Eastern firm Al Tamimi; and 400-staff high street firm MW Solicitors.

Freshfields came on board at the end of 2017 and has started with 500 users, in what can only be interpreted as a huge vote of confidence in the software.

Integration is the theme of the day – Contract Express now integrates with NetDocuments and users are awaiting news of its iManage integration.

Speaking to a packed room of just under 100 attendees, David Halliwell, head of knowledge and innovation at Pinsent Masons, quipped: "10 years ago we could have held this meeting in a phone box."

The first official Contract Express user group meeting was at Simmons & Simmons in 2011 for around 25 people.

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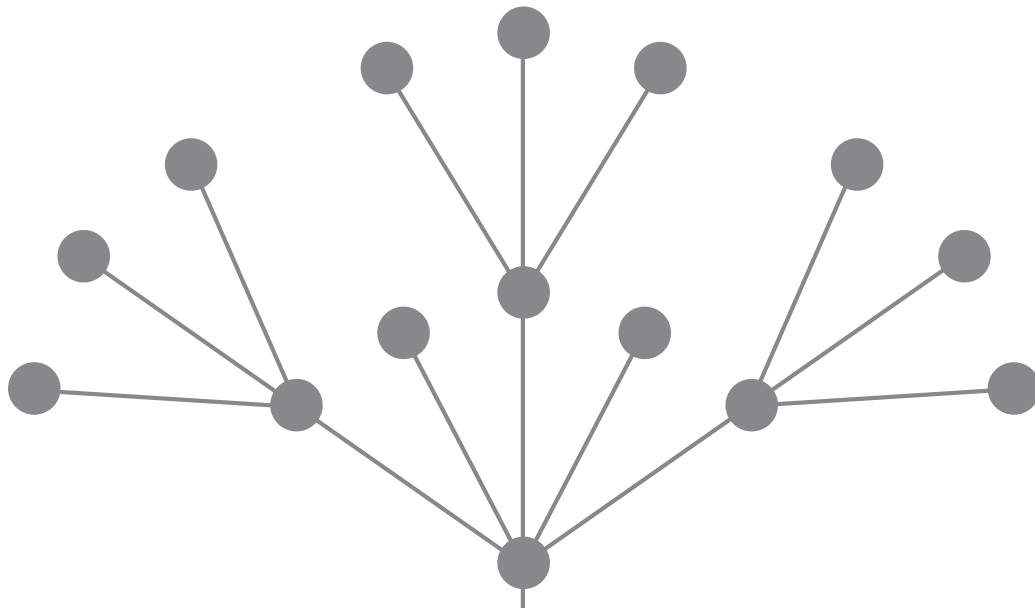
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► K&L Gates to stay with Elite after SAP U-turn

*K&L GATES TO STAY WITH ELITE AFTER SAP U-TURN
CONTINUED FROM FRONT COVER*

K&L will remain on Enterprise for the time being but has decided to move to Elite 3E, with that move now confirmed on its product roadmap. Rajpal said: "It's not a question of if we roll out 3E but when."

He added: "We had a change of management and the new management's goal and vision is to stay with a more traditional legal technology provider. There is nothing bad or negative about SAP or the company or its product and nothing to do with the efforts made but the new management's vision is to stay with a traditional legal provider."

The K&L Gates experience will be a stark reminder to the legal industry that SAP is an ERP beast to be handled with care. The U-turn may also turn out to be a boost for Fulcrum Global Technologies, which remains the only consistent thread in the few successful rollouts of SAP in the legal sector to date.

Fulcrum is credited with saving Baker McKenzie from a failing SAP rollout in 2015 and was the SI at Norton Rose Fulbright, which went live towards the end of 2017.

► Gleneagles is a sell-out event!

Having circulated the finalised agenda for our legal CIO conference in Gleneagles Hotel at the end February, the event is at capacity and we are creating a first come, first served waiting list as well as looking at ways to extend the number of delegates.

The conference includes some fantastic presentations and panel sessions but also built-in workshops and discussion groups covering an in depth look at all the issues you've told us you care about.

Just two highlights include:

- Global law firm DLA Piper was among organisations across the world affected by a major cyber attack in June 2017. Chief information officer Daniel Pollick will describe how the firm responded and recovered; and
- The Big Four: KPMG UK General Counsel Jeremy Barton and EY's UK Law Leader Matthew Kellett will discuss with Legal IT Insider editor in chief Caroline Hill not just the threat from the Big Four, but what law firms can learn in terms of AI, process and automation and what the future competition will look like.

We have panel sessions and workshops led by

numerous leading industry figures on the following topics:

Lessons learned and 'how tos' from first movers to the cloud and Microsoft's roadmap for legal; the practical implementation of AI; pricing; process and automation; change management; using technology to engage your people and facilitating high performance teams; and

what the IT department and workplace of the future look like.

The conference – including networking activities – is paid for by our fantastic sponsors, who we can't thank enough. They include Annodata; BSO; DocsCorp; Duo Security; Fulcrum Global Technologies; iManage; Intapp; iomart; LexisNexis; LoopUp; NetDocuments; Paper River Consulting; Peppermint Technology; Prosperoware; Thomson Reuters Elite; Tikit; Tricostar; and Workshare.

► Travers selects NetDocuments in first UK top 40 win

*TRAVERS SELECTS NETDOCUMENTS CONTINUED FROM
FRONT COVER*

NetDocuments offers security by design and by default. Built on a world-class security architecture, NetDocuments delivers security-as-a-service, ensuring both firm and client data is safe from internal and external threats. "We wanted a cloud-based DMS that was able to secure our documents better than we could ourselves. That's why we chose NetDocuments," said David Cassidy, Travers Smith's head of IT.

Documents and communications are encrypted with advanced encryption key management within NetDocuments platform, which meets ISO 27018, an extension of ISO 27001, standards and HIPAA requirements for privacy, security and file sharing.

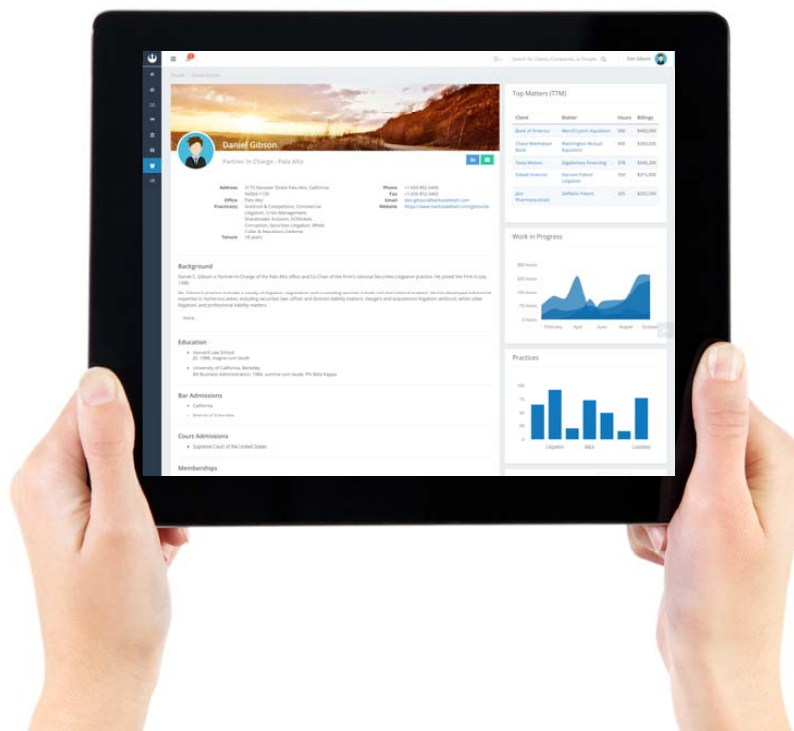
In addition to security, availability and mobility were two further key drivers for Travers Smith during the evaluation and selection of NetDocuments. DMS support is essential for the agile working scheme recently introduced at the firm.

"Keeping the lights on 24/7 is something Travers Smith cares a lot about," said Ann Cant. "Our teams must have access to their documents, emails and files any time, any place and from any device, without putting the firm at risk."

The training and implementation project for Travers Smith is supported by Tikit, a certified NetDocuments partner.

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Contact your Intapp account manager to learn more.



► Fieldfisher rolls out Transact and takes it on US roadshow

Fieldfisher is in the process of rolling out Workshare's deal collaboration and checklist platform Transact across its corporate department and is taking it on a US roadshow to promote the software to law firms and clients alike.

The UK top 30 law firm, which is positioning itself as a first mover for new technology, started experimenting with Transact in 2017 and is now using it in its London and Manchester offices, having also carried out a live demonstration before Christmas to its M&A lawyers across the Continent.

Speaking to Legal IT Insider, Fieldfisher corporate partner Tim Bird said: "Workshare is going to visit Germany and our other European offices, and they'll hopefully roll it out and get using it this year."

Transact is charged for on a per deal, not license basis. Bird says that while some of the projects Fieldfisher is working on are targeted at systemic changes to the way the firm works, "Projects like Workshare are not changing what we do fundamentally, but they are definitely enhancing the way we go about our day job."

Bird adds: "For years we wasted money ping-pong-ing multiple drafts to and fro in a negotiation. Particularly where you have clients with large internal M&A project teams linking with finance, HR, etc. We find some clients can have teams of upwards of 30 people involved, all with slightly different interests, and trying to keep everyone up to date by emailing the latest versions of documents is a nightmare. What I like about Transact is that the client can get an update by opening the latest version of a document on the platform, which automatically creates a blackline against previous versions and a checklist gives you a snapshot in red, amber, and green of where you are with documents at any given time. It's great to produce a PDF internally, rather than constantly having conversations with different members of client teams only to find they don't want to pay you for that. It's about breaking down some of the friction points and always having an update."

Transact has built in drag and drop capability to enable fee-earners to create a bible at the end of the transaction and Bird says: "For a trainee to create a bible can take a couple of thousand pounds and clients won't pay for that. That's an astonishing amount for something that can just be spewed out by this system. It's about reducing wastage because clients want constant updates and we want a neat record."

Fieldfisher hasn't been using Transact long enough to calculate the savings made but Bird says: "I guarantee you we will be saving a lot."

Fieldfisher will shortly take Transact on a roadshow to the US with co-founder and former Fieldfisher lawyer Owen Oliver. Bird tells us: "We'll show Transact to a few of the teams we work with and in-house teams. Live demos are useful and form part of my attempts to aggressively overhaul

the M&A process. My view is that the only way we will maintain margin is by being more efficient and this is about being up front with client about where we add value. Time is not well spent rummaging around to find the latest version, only to find out that you've marked up the wrong version: these are things we deal with day in, day out."

Transact shows who has worked on a document and is a way of the client keeping track of the level of seniority of its deal team.

Bird says: "I'm one of those who for years has shared the entire narrative of time spent with my clients and my view is that we should share it with the client: it keeps us on our toes and helps us to provide a better service for less."

While Bird is a strong advocate of Transact and hopes that eventually both sides of a deal team use the software, he says: "We can choose to use it on our side even if we're dealing with a smallish team on the sell side and they might not want to participate. We have seen circumstances where people continue to ping the latest draft over by email. Which is where I come back to where I started: we want people to get more familiar with these tools."

Transact also helps junior lawyers gain a much broader picture of a deal and the various stages involved.

Fieldfisher is also using Transact within its London finance team for conditions precedent.

When in the US Bird will be talking to his clients about Transact and says: "I tend to go to the US a lot, both East and West, so while I'm there it's nice to talk about something practical and clients always want to talk about cost savings."

I see benefit in me taking time to educate clients directly and will be surprised if we don't win extra business as a result.

Fieldfisher recently rolled out LexisOne, has entered into partnership with SeedLegals and won the FT Innovative Lawyers Award for Condor, its alternative legal services platform.

Other firms using Transact include Simmons & Simmons, which announced it was using the technology in September 2017.

► DAC Beachcroft kicks off PMS review

DAC Beachcroft has kicked off its practice management system tender process in order to move off Thomson Reuters Elite Enterprise before it is sunsetted in 2022.

The review began in November in a pitch process notably involving Elite, Aderant, SAP and LexisOne.

The firm led by IT director David Aird is expecting to make a decision in the next six months.

Aird told us: "Our key objective is to keep it as simple as possible. We need something that has more capability for our international business; something that is going to do the basics and also help us continue to transform our business in the next few years."



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► A year for ISO 27001: Phoenix achieves certification

Phoenix Business Solutions has achieved ISO27001:2017 certification, we can reveal, in a year when many law firms are working towards the standard themselves and can be expected to look for assurances that their vendors are committed to information security management.

Phoenix' independent assessment was conducted by the British Assessment Bureau and demonstrates its commitment to keeping its data, staff and premises secure.

Jason Petrucci, CEO at Phoenix Business Solutions commented: "ISO is a globally recognised standard and achieving certification gives our clients, stakeholders and the wider marketplace confidence that their data will be protected and that the correct policies and procedure are in place to maintain a healthy and secure environment. Achieving certification is a complex and demanding process but above all is a reflection of our commitment to the marketplace."

Client reaction

Phoenix clients including Osborne Clarke and Mishcon de Reya are at different stages of their own ISO 27001 accreditation, so how important to them is it that their vendors are accredited?

Nathan Hayes, IT director of Osborne Clarke, says: "Becoming ISO accredited is really important in terms of the way we run our business - information security is becoming a more significant issue and that is only set to increase. We need ways to ensure that we are looking after our clients' data and our own data and one way to achieve that is accreditation for ourselves and from our vendors.

"ISO accreditation will become a hygiene factor: that's not a question of if, but when. We're coming to the end of our own ISO 27001 accreditation, as part of which we've had to validate our vendors. It makes it easier if we know that the right questions have already been asked, so we don't have to go through the full validation process again. It makes it a much simpler and less time-consuming process for us."

And Ned Stevanovski, head of IT operations and security at Mishcon de Reya, said: "As we go through the certification ourselves, we will be making sure that all of our vendors comply with the same standards."

While ISO 27001 is not yet a differentiator, the pair both agree that it will be.

Hayes says: "There will come a point where if two vendors are providing a service and all else is equal, but

one is accredited and one not, we're probably going to choose the ISO accredited one. Any vendor in the legal tech space that isn't looking seriously at ISO right now is probably missing a trick."

And Stevanovski told us: "The certification is not yet a differentiator, but going forward there will be more pressure on companies to have the right policies and procedures in place to protect customer data as GDPR comes into force.

"Achieving ISO:27001 demonstrates Phoenix's commitment to information security management - as one of our key technology partners this is very important to us."

► Burness Paull selects iManage Cloud

We can reveal that **iManage** will announce later today (24 January) that **Burness Paull** has selected **iManage Cloud** for its 500 users, with the leading Scottish independent firm also adding iManage Security Policy Manager and Threat Manager to protect its data.

Burness Paull saw the migration of its existing on-premises **iManage Work** implementation to iManage Cloud as a way to continue its long-standing relationship with iManage while increasing the firm's scalability and agility.

"Moving the responsibility for managing infrastructure and software updates to iManage, rather than managing it in-house, made a lot of sense," said Billy Kirkwood, IT Director at Burness Paull. "With iManage Cloud, our professionals get reliable access to the document and email management tools they've long depended on, while IT can focus on new ways to create and deliver value to the business."

By adding **iManage Security Policy Manager**, Burness Paull gains a scalable way to manage ethical walls, segment data and implement a "need-to-know" security model. And **iManage Threat Manager** creates a unique electronic thumbprint from historical data for each user to detect internal and external threat actors with the highest level of accuracy.

"Like most high-profile firms, we have clients with very demanding security requirements," added Kirkwood. "The implementation of sophisticated tools like iManage Security Policy and iManage Threat Manager enables us to meet – and in many cases, exceed – client requirements around protecting their privileged information."

iManage partner **Phoenix Business Solutions** is helping Burness Paull with its migration of iManage Work to iManage Cloud and its deployment of iManage Threat Manager and iManage Security Policy Manager.



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► Shire's CSO leads tech transformation programme

FTSE 100 biopharmaceutical company Shire, led by chief strategy officer Claire Debney and legal strategy manager Ama Zbarcea, has conducted an extensive sandbox exercise to engage its staff in the selection of a contract management system, as part of a much wider technology-led transformation programme.

Debney, who joined Shire from RB and brought Zbarcea over from RB after her arrival, ran the sandbox towards the end of 2017, bringing together 36 people in its Massachusetts office in an unusual attempt to engage staff in its technology selection.

The new software tested was Contract Express, ContractPod and Onit – all of which provided a demo for free – as incumbent contract management system provider Axserion comes up for renewal in 2019. For each piece of software, Debney and Zbarcea created a one-page instruction sheet and infographic. The sandbox participants were selected from across multiple practice areas, including those who do not habitually create contracts, with Debney observing: “In reality everyone’s clients need a contract at some point and we are all collectively responsible to make sure it works for everyone.”

The 36 staff were split into groups of 12, who after testing the systems gave extensive feedback against metrics such as how well it fit the client’s legal needs.

In terms of the responses given, Debney said: “There was no definitive ‘we like everything about this system’. People liked a little about each but none of them are as intuitive as Amazon. The systems are capable but still don’t provide the best user experience.”

The purpose was to enlighten staff as to what is on offer and encourage participation rather than to actively select a vendor.

It is rare that staff even in a private practice setting are engaged to this extent. Often the research conducted will revolve heavily around price. Zbarcea said: “Usually there will be a small group of people who look at demos – so vendors come in or they go to the vendor without playing with the systems themselves. It’s not a sandbox.”

She adds: “The issue is how systems are built – they may work well but if you stick the process in front of a lawyer they may say ‘that doesn’t work the way I think’. You can have brilliant IT people but if they are not putting in place a system the way their clients work it’s not going to be adopted by users.”

In terms of the overall feedback, Debney said: “Some people thought it was the biggest waste of time and some loved it. Some people had technical difficulties that ruined it for them.”

She added: “Systems all have their quirks – and remember they were all provided free for a demo, which was incredibly valuable. If it’s a quirk where you can put an extra step in the instructions, that’s not great but not a deal breaker, but if there are too many quirks that’s an issue.”

While many in-house teams feel neglected by their overall IT function, Shire’s legal team is backed by US-based IT business partner Steve Aaronson, who attended the sandbox exercise. Debney said: “We’re very lucky to have that degree of collaboration. He is pleased we’re engaged and is incredibly supportive and there to help us fight for budget.”

The sandbox comes as Debney and Zbarcea spearhead the global legal department’s transformation programme, called ‘pod’, standing for people, operations and development.

There are numerous branches to the programme including an online knowledge bank, virtual learning campus and training academy. ‘Podworks’ is the gateway to legal systems such as matter management, eBilling and contract building, while ‘mentorpod’, which has just launched in pilot, is a technology-enabled programme matching mentors and mentees into long-term, short-term and project-based relationships across the organisation.

Mentorpod is based on Chronus’ software, which incorporates an algorithm to match suitable people. Users can incorporate their data from LinkedIn and stipulate their own criteria for meeting people. The pilot involves 25 mentoring pairs but if successful will be rolled out across the legal team and possibly across the entire enterprise.

Zbarcea said: “We’re doing it through legal as a pilot but it would be just as easy to do on an enterprise basis. Someone might want guidance on public speaking. Or guidance on running a project.”

Debney added: “The company has nothing yet and this is an example of innovation led by legal. It’s another halo effect: yes we want to contract right and manage risk but we’re all about what makes you a great person at work and what makes you a great person is if you’re well connected.”

Shire has just announced that it will spin out its neuroscience business into a separate business, which may cause delay to the transformation programme as the team works out what happens to its software licenses. It currently uses Mitrastech TeamConnect; Anaqua’s IP asset management software, and iManage for document management.

aka 'The Orange Rag'

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► Prosperoware hires Henry Piatek-Stewart from Elite

In a major UK hire, **Prosperoware** in January announced the appointment of former Thomson Reuters Elite global strategy accounts director Henry Piatek-Stewart as general manager of the EMEA region, as demand outside the US for Prosperoware's ethical walls and legal process management solutions grow.

Piatek-Stewart has been hired to leverage his credibility among UK top 100 players in order to help further boost demand for Prosperoware Umbria and Milan InfoGov.

Umbria is an enterprise, client value management solution, which helps firms to budget and deliver matters at the agreed price – increasingly important as firms try to find ways to protect their margins amid a downward pressure on fees. Milan CM is a multi-platform solution for meeting need-to-know security across the firm, which has seen a significant rise in interest since security breaches including the Panama and Paradise Papers, both of which involved law firms.

Speaking to Legal IT Insider, Prosperoware's vice president of solutions, Ben Weinberger said: "Umbria is seeing a lot of interest from big players and Henry has a background and credibility among the senior leadership of the top 100 firms, which are our target market."

He added: "We weren't interested in finding a traditional sales guy but someone people know and trust because Umbria is so much more transformational for firms and discussions tend to be with quite a broad mix of the senior leadership."

"Some firms now have COOs or it could be with the CFO and certainly CIOs are involved or getting more involved because they are being tasked with these initiatives. Henry has those relations and has built trust with that group of people."

Macfarlanes goes live on Milan

In more good news for Prosperoware, Macfarlanes has at last gone live on confidentiality management and ethical walls solution Milan InfoGov, which it selected in 2016. Macfarlanes previously used the Frayman Group's Compliguard platform, which was acquired by Intapp in 2014, with Macfarlanes selecting Milan over Intapp Wall Builder.

While the rollout has clearly not been the quickest we hear it's been smooth and Macfarlanes is securing not only the iManage document management system but its Carpe Diem time recording system and Elite Enterprise practice management system.

Milan secures iManage, NetDocuments, Windows File Shares, Elite, Aderant, LegalKey, Intapp Time, SharePoint, and, through its API, almost any other system used by firms today.

► RBRO hires EMEA regional director

RBRO Solutions has made a rash of hires including ELM Solutions EMEA account director Philip Tate as its new EMEA regional director to lead its European business, in a demonstration of its commitment to the UK market following a number of departures in 2017. This regional leadership will ensure that RBRO's clients have a strong local advocate as they continue to field a strong K2 and iManage-certified team.

In a boost to RBRO, changes within iManage such as the addition of RAVN technology have created a new impetus in the market for EMEA organizations that don't have iManage to take a fresh look. A statement about Tate's hire seen ahead of its general release said: "RBRO believes that with their wealth of experience and expertise we can help these clients through the process of acquiring and getting the best value possible from the solution." This is despite changes to iManage's offering such as Threat Manager, which can be expected to eat into RBRO's Sentry pipeline.

In addition to the hire of Tate, the Canadian-headquartered company will also shortly announce the creation of a US-base to boost their ongoing growth in that market as it scales up its iManage business globally, hiring Hector Cruz as the senior account executive. Cruz, who joins from McDonnell Boehnen Hulbert & Berghoff LLP, where he was director of IT, is a well-known legal industry professional with extensive experience in knowledge management, IT leadership and solutions' selection.

RBRO's Toronto headquarters also welcomes a new member to their team: Nick Lisi joins RBRO from Lexmark as a senior account executive, taking over the reins from Mark Bonner, who recently retired from RBRO and is now undertaking charity work.

The hires will be welcome news to RBRO clients, who questioned the legal tech vendor's strategy for on-the-ground support after the UK departures in 2017 of senior technical consultant Lee Huggett for iManage and account manager Adam Wiles for HighQ. In further senior departures in 2017, COO Dennis Croft left for 360insights and APAC general manager Alan McCombe left for Office Information Australia.

RBRO president and CEO Howard Russell said: "We want to continue to communicate our commitment to our markets by having great quality people on the ground."

► Spectre & Meltdown: To patch, or not to patch?

In the wake of revelations surrounding the Spectre and Meltdown chip design flaws, law firms are having to decide whether to patch their systems and risk crashes, reduced performance and lock-ups or leave their systems unpatched.

Speaking to Legal IT Insider, DAC Beachcroft's IT director David Aird said: "We're testing and then patching the systems along with the vendors. From the server to the disk to the PC and application - all over the IP stack. We're looking at the advice of the NCSC [National Cyber Security Centre] to ensure we're deploying the patching with a cautious approach. Patches are being released from hardware, hypervisor, OS and application vendors, so the full stack needs addressing which will take a few weeks to complete to avoid significant disruption."

He adds: "It's a balance - other people are adopting a wait and see approach; apparently if you patch it's crashing. So, we're trying to do things properly and test as we go."

"If performance is going to drop by 30% do we patch or leave unpatched? Do you hope it doesn't get in through the front gate? Are you going to take the risk? All of the advice from our security vendors such as ITC and Darktrace has been to deploy manufacturers patches."

DAC is ISO 27001 accredited and at DWF, chief technology officer Richard Hodgkinson told us: "These things are going to come out on a regular basis. It's becoming an operating condition we have to suffer. All you can do is your best effort - we have ISO 27001 and have had it for years. It's one of the first things I do when joining an organisation. You have to have it for the clients we work with and it forces discipline. We're just extending the scope to include the entire firm, not just IT. Spectre and Meltdown are two in a more complex landscape of external threats we have to endure."

► Withersworldwide and Lundgrens select Smart Time Apps

In a couple of big early wins for Tower Law Services since it was officially appointed in November as exclusive UK and EMEA agent for Smart Time Apps, Withersworldwide and Lundgrens have joined the Smart Time family of Time Entry, Capture, Guidelines and mobility solutions.

Withersworldwide, which has over 900 staff and 18 offices across the US, Asia-Pacific and Europe, is swapping out Elite WebView and Intapp Time Builder to Smart Time Apps for their time entry, time capture and mobile needs. John Mahoney, head of financial systems & analytics at Withers, said: "We are continually looking to improve and

innovate the way that our lawyers work for our clients. A major driver in choosing Smart Time is how intuitive the system is for our lawyers to use - it has a clear and well thought out architecture."

Leading independent Danish law firm Lundgrens has been using the time capture functionality within its Microsoft Dynamics based ERP but is moving off that in favour of Smart Time Apps' Time Entry, Time Capture, Billing Guidelines and Mobile modules. Lundgrens CTO, Nikolaj Brandt Clausen, said: "The key benefit from Smart Time is the continuity between all platforms and the commitment of ongoing focused future proofing development of the software, which is a huge upgrade from our existing solution. We feel that the user interface was very well thought out by people who really understand the process, and that this will make it easily adoptable to our lawyers and will improve the capture of billable hours."

Smart Time Apps is headquartered in California and in November announced their launch in the UK & Europe with the appointment of Tower Law Services - a partnership between Phoenix Business Solutions founder and former managing director Roger Pickett and Darren Kantor, formerly director and head of legal technology at JPL Group.

Other than Withers & Lundgrens in Europe, Smart Time have over 60 clients globally, including Foley & Lardner and Holland & Knight.



Milan InfoGov Beyond Walls

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► What's hot & what's not: wins & deals

GLOBAL AI and machine learning may have been the shiny, new thing for law firms in 2017 but over the past few weeks since our last issue, when it comes to actually investing in AI systems, **Luminance** appears to be the only game in town with a raft of new deals including: **Holland & Knight** and **Ice Miller** in the United States, **Araoz & Rueda** in Spain, **MAQS Advokatbyrå** in Sweden, and **Dickson Minto** in the UK. All five firms will be using Luminance in M&A, document review, and due diligence work.

Off the back of wins that included **Reed Smith** and **Edwin Coe**, **OnePlace** in 2017 saw a 200% year-on-year increase in the number of seats at current and new clients worldwide, supported by a team that doubled in size thanks to a number of hires from LexisNexis. New customers for its Salesforce-based client lifecycle management system include three law firms in the AmLaw Top 50, including Reed Smith – the other two are as yet undisclosed. Recent UK wins include Nottingham-based IP practice **Potter Clarkson** and City law firm **Fox Williams**.

Baker McKenzie is implementing **Intapp Open Experience** to leverage data captured by the Intapp platform to augment its marketing and business development initiatives, and has engaged Intapp Consulting to advise on its data strategy. Baker McKenzie currently uses Intapp software for new business intake, conflicts management, time recording, confidentiality management, workflow, and data integration. "One of the keys to innovation in marketing and business development is developing a sophisticated understanding of our clients' requirements, and being able to identify key areas where we can deliver unique value," said **Will White**, Director of Global Marketing & Communications, Baker McKenzie.

UK & EMEA City law firm **Fox Williams** has selected **Intapp Time** as its new time management system, with plans to roll it out to nearly 70 fee earners in place of its current time recording process, which is based on Thomson Reuters Elite's sunsetted Envision practice management system.

Osborne Clarke is set to become the first EMEA law firm to implement **iManage Work 10** with Microsoft Office 2016 and Windows 10.

Intelligent Office UK has been appointed by the **Solicitors Regulation Authority** to launch and manage a centralised reprographics, mail and courier service supporting the SRA's 600 plus employees. The contract commenced at the end of 2017 and, as part of implementing the reprographics service, IO has been working in partnership with ITEC to introduce a new MFD fleet at the SRA.

Recent **Tikit P4W** case and practice management system deals include **Herrington Carmichael**, being

rolled out to 100 users, and **Coodes**, rolling out to 170 users.

Transform Data International reports that **Custodian for Legal** has been chosen by European legal services provider **Halsten** as its dossier and project management system. The firm is a **Microsoft Office 365** user.

IRIS, a member of the Canon Group, is working with Dutch law firm **Thuis & Partners** on the implementation and rollout of **iManage Work** for email and document management.

UK top 100 law practice **Birketts LLP** has replaced Litera Change-Pro with compareDocs from **DocsCorp** for document comparison. Birketts was already a DocsCorp customer, having previously purchased pdfDocs for PDF creation, editing, and bundling. In other DocsCorp deals: Irish firm **ByrneWallace** purchased DocsCorp cleanDocs for metadata cleaning as well as the contentCrawler to ensure all documents in its iManage DMS are fully searchable. **Giovanardi Pototschnig & Associati Studio Legale** (Italy) purchased cleanDocs and compareDocs for document comparison. **Jeantet Associes AARPI** (France) switched from Foxit to pdfDocs as its new PDF solution. iManage firms **Lexence NV** (Netherlands), **Keltie** (UK), **Penningtons Manches** (UK) purchased contentCrawler to automatically converted all image-based documents in the DMS to text-searchable PDFs. UK firm **Seddons Solicitors**, who use Eclipse, also chose contentCrawler.

And the name of the UK's busiest legal IT vendor over the past few weeks is **Solicitors Own Software** with deals including: Top 100 law firm **Russell Cooke Solicitors** who signed up to SOS Connect after a pitch that included Thomson Reuters Elite 3E and Aderant, led by **Lights-On Consulting**. The circa 200 partner and lawyer firm said practice management system swap-out was prompted by LexisNexis Axxia being end-of-lifed and with a priority that the new PMS should integrate with iManage. Specialist music industry firm **SSB Solicitors** also signed up to SOS Connect for its matter management. **Jonathan Warr**, practice consultant, said the move would "create administrative gold from base metals." And **Wansbroughs Solicitors** has signed up for the SOS Connect integrated practice and case management system. Partner **Oliver Price** said the move was motivated by the firm's expansion ambitions in the coming years. "This was driven by our client focus and desire to grow as a firm. Our IT team did a thorough survey of the market and we then hosted a series of demonstration exercises, whittling a dozen or so suppliers down to a core of three."

NORTH AMERICA Portland-based **Stoel Rives LLP** has selected **Aderant Handshake**, a leading knowledge management solution for law firms. With more than 350 attorneys in ten offices across the United States, Stoel Rives plans to leverage Handshake's Portals and Universal Search to create a powerful platform focused on increasing attorney efficiency and access to key line of business information.

WINS & DEALS CONTINUED FROM P.13

UnitedLex has been selected by **DXC Technology** to lead a global law function transformation. The announcement follows the 2017 formation of DXC, which brought together Computer Sciences Corp (CSC) and the Enterprise Services business of Hewlett Packard Enterprise (HPES). Under the five-year agreement, the industry's largest-ever managed-services legal transaction, UnitedLex will help create one unified, strategic team to support DXC, the world's leading independent, end-to-end IT services and solutions provider, and its nearly 6000 clients. Working closely with DXC's General Counsel **Bill Deckelman** and other key executives, the UnitedLex team supporting DXC comprises more than 250 senior professional resources.

DocsCorp **cleanDocs** for metadata management was bought by **Tucker Ellis** (OH), **Allen Barnes & Jones** (AZ), and **Rosenn Jenkins & Greenwald** (PA). pdfDocs was chosen by **Mayer Brown Rowe & Maw** (NY), **Drew Eckl & Farnham** (GA), **Harris & Graves** (SC), **Norton Rose Fulbright** (Canada), and **Willkie Farr & Gallagher** (NY) who also purchased contentCrawler. Other contentCrawler wins include **Clausen Miller** (IL), **Lane Powell** (WA), and **Mitchell Williams Selig Gates & Woodyard** (AR) to ensure 100% percent searchability for iManage.

APAC **Mills Oakley** is reaping the benefits of integration and interoperability between multiple systems, thanks to new advancements in legal technology that are driving operational growth. The 96 partner, 650 staff firm is one benefactor of a recent integration announcement by legal technology provider **GlobalX** and DMS and email management platform **NetDocuments**. In addition to providing regulatory information documents directly to NetDocuments, integration for ordering and billing occurs between GlobalX and practice management software **Lexis Affinity**, allowing its clients to access to more than 2000 regulatory information searches from within their working matters.

Melbourne-based lawyers **Cornwall Stodart** selected **DocsCorp pdfDocs** because it was a more efficient tool for collating and editing PDF documents.

► Movers & Shakers

UK & EMEA Following persistent rumours of a management buy-out from BT, Tikit's COO **Simon Hill** took over from **Katherine Ainley** as CEO of **Tikit** on 1st January 2018. Ainley, who was appointed as CEO in 2015, following BT's acquisition of Tikit in 2013, will move into the role of managing director of BT's Better World business portfolio. Tikit has also expanded its Partner for Windows sales capability with the appointment of former IT Lab senior account manager **Craig Dootson**. Before IT Lab he was a software consultant at JMC IT.

Henry Piatek-Stewart has joined **Prosperoware** as General Manager of the EMEA region where he will

help lead and meet the surging demand for Umbria and Milan solutions. Highly regarded, Henry brings over two decades of exceptional business experience in technology, operations, and organisational change, having most recently served as Director, Global Strategic Accounts at Thomson Reuters Elite where he focused on the top 50 global law firms. His most recent position followed five years as regional director for EMEA, where he oversaw all professional services activities for Thomson Reuters Elite in the region.

Oyez Professional Services has announced that **Paul Clyde** has been promoted from Deputy Managing Director to Managing Director. Paul takes over from outgoing MD **Nick Hodges** who moves to the role of Chairman of the Oyez Board. In another senior appointment, **Mathew Francis** joins Oyez Professional Services as Business Development Director. Francis has over 20 years experience working with large and medium sized law firms and joins Oyez from Thomson Reuters where he was a business development manager working with the Legal 100.

MOVERS & SHAKERS CONTINUES ON P.15



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MOVERS & SHAKERS CONTINUED FROM P.14

DictateNow, the UK's digital dictation and transcription services provider, has announced the arrival of **David Hall**, a former director with Document Direct, who will fulfil a new business development role. Hall said of his move "I see DictateNow as the leader in the market: they are both flexible and competitive and in my opinion, are a far more sustainable company long term. I am very much looking forward to working alongside **Annie Downes**, the Head of Business Development and the sales team."

Dentons has named **Marie Bernard** as the new CEO of **Nextlaw Labs**, an accelerator of early-stage technology startups focused on the legal industry. **Dan Jansen**, who currently serves as the CEO of both Nextlaw Labs and **Nextlaw Ventures**, effective immediately will focus on Nextlaw Ventures as CEO. In her new role, Bernard, who will be based in Berlin, will work closely with Dentons' leaders across the globe to develop Nextlaw Labs 2.0, helping to bring competitive advantage to Dentons, as well as design, develop and deliver "innovations as a service" to Dentons' clients. Jansen will remain very closely involved with Nextlaw Labs, as a strategic advisor, and continue to manage relationships with Nextlaw portfolio companies. Bernard was most recently Europe Director of Innovation at Dentons.

Tiger Eye announced last week that **David Bullock** has joined the company as Director of Client Services. David was until recently IT Director at the Top 100 UK law firm Ward Hadaway and joins Tiger Eye with overall responsibility for customer satisfaction and service delivery. This represents a major hire for Tiger Eye, who are growing significantly within the UK and Europe following a series of strategic initiatives and benefiting from the current rapid growth in the legal technology sector.

LOD (Lawyers On Demand) has appointed first CIO, **Gervais Carlton-Blake**, who has more than 20 years of technology experience ranging from working with start-ups to running globally distributed IT departments for major corporations.

In what may come to be viewed as the start of a new generation of IT leader, **Mishcon de Reya** chief strategy officer **Nick West** has taken over the role of chief technology officer (CTO), replacing outgoing CIO **Simon Kosminsky** who retired at the end of last year. West, an ex-Linklaters lawyer who before joining Mishcon was UK managing director at Axiom, will straddle a strategic and technology role: the four senior managers who reported to Kosminsky now report to West as well as a further senior manager on the strategy side.


Finally, UK legal IT veteran **Martin Siddle** will be "off the grid" this year as he is taking a 12 month sabbatical from **LexisNexis** to travel the world. Siddle told the Insider "After having worked, pretty much continuously, since I was 17 and having been in legal IT

for over 25 years (Equitrac, Pilgrim, Practicce, VisualFiles and LexisNexis) I have decided I deserve some time off." He will be back in January 2019.

NORTH AMERICA **NetDocuments** has filled the shoes of former chief financial officer Jeff Sperber, who left in August 2017, bringing in **Pete Childs** from Workfront, a cloud-based enterprise work management software vendor. Prior to Workfront Childs was CFO at Cvent. NetDocuments is owned by **Clearlake Capital Group**, which acquired it from Frontier Capital in March 2017.

With data analytics likely to become a major differentiator in 2018, US employment and labour law giant **Littler** has further expanded its data analytics capabilities with the re-hire of Text IQ's general counsel and VP of strategy, **Aaron Crews**, as its first chief data analytics officer. Based in the Sacramento office, Crews, who was previously global head of eDiscovery at Walmart and before that a partner and eDiscovery counsel at Littler, will work closely with **Dr. Zev Eigen**, Littler's global director of data analytics, and a team of data analysts.

MOVERS & SHAKERS CONTINUES ON P.17



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MOVERS & SHAKERS CONTINUED FROM P.15

With alternative legal services and pricing estimated to create an annual revenue impact of \$50m at Baker McKenzie, the firm has hired **Ilnort Rueda** as chief services officer to help define and lead the implementation of new services, business models and revenue sources. Rueda joins from US global management firm A.T. Kearney, where he was a partner in the financial institutions practice based in Zurich, Sao Paulo and New York. Prior to that he was an investment advisor at UBS.

Peter Krakaur has joined **United Lex** as a vice president in its worldwide Legal Business Solutions group. A lawyer with deep legal operations and knowledge management expertise, Mr. Krakaur has counselled law firms, legal departments, and corporations on strategies to align the business and practice of law in support of company goals. Prior to joining UnitedLex, Krakaur was the director of legal operations at SolarCity, responsible for developing and administering processes and systems that supported the legal department and its collaboration with employees, law firms, and external service providers.

Doxly, a secure portal for end-to-end legal transactions, has appointed **Natalie Fedie** as vice president of customer success. With over 20 years of experience in the public and private sector, most recently leading customer success for Granicus (formerly GovDelivery), Fedie is charged with driving measurable value for Doxly customers.

► Highlights of January 2018

Technology to underpin new Deloitte legal services in the UK

Deloitte looking for chief innovation officer and head of legal

January saw Deloitte become the last of the Big Four accountancy firms to apply for an alternative business structure (ABS), announcing that it plans to significantly extend its legal services in the UK in an offering underpinned by technology. It is currently on the lookout for a head of legal and chief innovation officer to help lead this push.

The accountancy giant in January announced that it will launch two new offerings early this year: (1) managed services, such as automated document review and contract management, and (2) consulting services. The consulting services will focus on improving operations of in-house legal departments and helping to exploit technology. In addition, Deloitte will extend its existing legal services in employment law, tax litigation and immigration.

Matt Ellis, managing partner for tax and legal at Deloitte, said: "We don't want to replicate a traditional law firm. We're planning to use our technology and advisory skills to transform legal services and help address many of

the challenges lawyers, whether in practice or in-house, are facing in today's increasingly complex legal environment.

"By automating repetitive processes and completing routine tasks in a fraction of the time, lawyers will be able to spend more time on specialist areas."

Recognising that these challenges are not unique to the UK market, Deloitte Global is also launching a complementary global Legal Management Consulting (LMC) business in ten countries. Comprising a team of over 100 professionals it will support the legal community world-wide.

While it is the last of the Big Four accountancy firms to apply for ABS status - its rivals KPMG, EY and PwC all secured their ABS licences in the UK around four years ago - this latest news shouldn't have come as a surprise to anyone, after Deloitte announced in its Future Trends for Legal Services study last year: "Our ambition is to be the law firm of the future."

Piet Hein Meeter, global managing director of Deloitte Legal, said: "Deloitte Global's LMC offering will use our consultancy and technology skills alongside our legal expertise to address the challenges that face in-house legal teams. Our 2016 survey of in-house legal departments has shown that 62% of legal counsel, general counsel, CEOs and CFOs, are looking to significantly review and transform the way in which their legal function operates—which is exactly what we're looking to address with LMC."

HIGHLIGHTS OF JANUARY 2018 CONTINUES ON P.18

LESS EFFORT RECORDING TIME. MORE TIME PRACTICING LAW.

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HIGHLIGHTS OF JANUARY 2018 CONTINUED FROM P.17

"We are also delighted with our innovative approach to legal services in the UK, which is a significant differentiator for us, but is fully aligned with our global LMC approach."

Deloitte has the smallest legal offering within the Big Four, according to research from ALM's intelligence arm, which found that the firm had 1,800 lawyers, while the others have over 2,000.

According to ALM, PwC has the largest legal arm of the big four with 2,500, followed by KPMG with 2,200 and EY on 2,100.

Deloitte's legal business is worth \$250m globally. Half of its offices are in Europe, where tax advice is provided by lawyers, which accounts for 79% of its lawyers. Half of its lawyers globally are located in four key markets: France, Spain, Belgium and Germany.

So far no consultancy firm has merged with a law firm to boost their numbers further but speaking to the FT in January, Lee Ranson, co-chief executive of law firm Eversheds Sutherland, predicted that at least one of the Big Four would make such a takeover move in the next three years. "In a significant number of areas and geographies, they are already our competitors," he said.

Previous efforts by the consultancies to provide their own legal services were stalled by the collapse of Enron, as a result of which many countries still limit the ability of audit firms to provide non-audit services.

Legal IT Insider Exclusives

Among the stories that we brought you ahead of the market in January were two results stories: firstly the news that IBM Watson-backed contract management system ContractPodAi has seen its annual recurring revenue increase by over 500% in the past 12 months, having completed its evolution from a legal support service provider to pure legal tech SaaS player.

An acceleration on its previous year's growth, the London headquartered company took on 30 new clients during the past year, including household names such as Freeview, Wonga, Ikea, LendInvest and Total.

ContractPod was launched in 2014 by NewGalaxy co-founder Sarvarth Misra to provide out of the box contract management and analytics. Rebranded as ContractPodAi, in October 2017 we revealed that it had launched AI contract analyst "E.V": IBM Watson's first foray into the contract management space.

Separately we also brought you the news first that off the back of wins that included Reed Smith and Edwin Coe, OnePlace saw an increase of 200% in seats in 2017, supported by a team that has doubled in size, thanks to a number of hires from LexisNexis.

UK client wins included Nottingham-headquartered IP practice Potter Clarkson and City law firm Fox Williams. As we reported in September 2017, last year also saw UK top 40 firm Bond Dickinson successfully complete its roll out of the CLM to over 700 users across seven offices.

Founded by former LexisNexis consulting director Tim Smith, OnePlace has been assembling a former LexisNexis Interaction CRM team. In November it hired David Harris as client solutions director, having last year hired former Lexis Enterprise Solutions international sales director Guy Philips, coinciding with its formal launch in the UK. Philips was a member of the Lexis senior leadership team, responsible for solutions including Interaction.

Incubators and innovation programmes

On 9 January Mishcon de Reya opened a second round of applications for its technology incubator MDR LAB. Open to early stage and growth technology start-ups, applications are welcomed from companies at concept through to revenue-generating stage, as long as the product or service is applicable to the legal industry.

Last year, MDR LAB's inaugural programme saw six companies chosen to spend 10 weeks working alongside Mishcon de Reya's lawyers and business operations teams to develop and trial their products – giving the firm access to cutting edge technology and giving the companies access to legal and business expertise.

HIGHLIGHTS OF JANUARY 2018 CONTINUES ON P.19



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HIGHLIGHTS OF JANUARY 2018 CONTINUED FROM P.18

And Singapore, in an example of an unusually high-level and joined up legal tech innovation programme, The Singapore Academy of Law (SAL) on 10 January formally launched its Future Law Innovation Programme (FLIP), a two-year pilot that forms part of a wider bid for Singapore to become the tech hub of Asia.

FLIP, which was first announced last July by Chief Justice Sundaresh Menon, aims to bring together lawyers, technopreneurs, investors, academics and regulators, in an initiative that will support the development of the delivery of legal services in the future economy.

The programme comprises a Legal Innovation Lab located at the Collision 8 co-working space across the road from the Singapore Supreme Court; a virtual collaboration platform called LawNet Community; and South East Asia's first legal tech accelerator to groom promising legal tech start-ups. The first two form part of January's launch while the accelerator will be launched in April.

Diversity

DLA Piper in January announced it has adopted the Contextual Recruitment System from Rare, which helps to attract graduates and apprentices from disadvantaged backgrounds.

DLA joins a collection of 55 City firms and in-house teams who have been using the CRS to great effect including Allen & Overy, Clifford Chance, Freshfields Bruckhaus Deringer, Linklaters and Barclays.

DLA Piper's joint managing director, Europe and the Middle East and country managing partner, UK Sandra Wallace, who has recently been awarded seventh place in the 2018 Powerlist of the 100 most influential people of African or African-Caribbean heritage in Britain, said: "We are delighted to be working with Rare to widen access to the sector and the firm, enabling talented students from all educational and socioeconomic backgrounds to believe that working at a firm like DLA Piper is attainable."

Rare's CRS hardwires social mobility metrics into companies existing graduate recruitment databases. It allows firms to see, at a glance, not just the achievements of candidates, but the context in which those achievements were gained, taking into consideration several factors, including postcode, school quality, eligibility for free school meals, refugee status and time spent in care.

Other business growth

Ascertus astonishingly (or not, given the volume of business flowing out from Tikit after it ended its relationship with iManage) in 2017 grew its new customer base by 50%; doubled the number of staff in the organisation; and expanded the product portfolio through new partnership agreements with technology suppliers, it announced last week.

"2017 has been a phenomenal year for us and we are well poised to grow in 2018 too," commented Jon Wainwright, Sales and Marketing Director at Ascertus Limited, on the company's performance. "We have truly made a mark for ourselves in the large law space. Law firms

now recognise Ascertus as a reliable and viable alternative for iManage implementation, support and other complementary solutions."

Hires

With data analytics likely to become a major differentiator in 2018, US employment and labour law giant Littler has further expanded its data analytics capabilities with the re-hire of Text IQ's general counsel and VP of strategy, Aaron Crews, as its first chief data analytics officer.

Based in the Sacramento office, Crews, who was previously global head of eDiscovery at Walmart and before that a partner and eDiscovery counsel at Littler, will work closely with Dr. Zev Eigen, Littler's global director of data analytics, and a team of data analysts.

If you missed our interview with Crews and Littler's co-managing director Jeremy Roth, you can find it here: <https://www.legaltechnology.com/latest-news/faster-cheaper-services-driven-by-data-littler-hires-first-chief-data-analytics-officer/>

How modern legal professionals work

iManage Work 10 is the best-in-class document management solution that puts documents and emails at your fingertips, quickly and securely on any device.

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► **Keystone Law tipped as top stock**

Whoa, in an article at the start of January in the Evening Standard, Keystone Law, which floated at the end of 2017, was tipped by the newspaper's City team as a top stock to invest in in 2018.

The Standard's City tipsters, who say they are quietly confident of following up their success in 2017, each chose one company to back, ranging from "dividend generating behemoths and racier AIM tips to add a bit of juice to the portfolio.

Deputy city editor Russell Lynch picked Keystone and said this:

Keystone Law

The disrupters have moved on everything in recent years: could the staid legal profession — ripe for a shake-up — be next?

Keystone Law, which floated in November, has a "dispersed" model with small central overheads. It is pitching at the £9 billion mid-market with a growing army of experienced, self-employed lawyers. Boss James Knight reckons the business is easily scalable organically

and through deals. It is debt-free and made profits of £1.2 million last year, double two years previously. Could it be the legal world's Purplebricks? Fingers crossed...

Tipped at 190p.

Keystone is the third UK law firm to float, after Gateley and Gordon Dadds.

In Australia, Slater & Gordon listed on the Sydney exchange in 2007 and its shares peaked in value at 785 cents. However, it realised that the market is unforgiving when it comes to a bad investment, with its shares last year dropping to seven cents, following its disastrous acquisition of UK insurance company Quindell.

► **Quote/unquote**

If I want to fly to China, I catch a plane. In the legal sector, I'd be taken to a hangar, handed a bag of bits, told to build the plane and given a manual on how to fly it. Vendors are missing a trick.

The founder of one well-known legal tech business sees the writing on the wall for the traditional legal vendor approach.

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The next Insider newsletter will be published on **Wednesday 21 February**.

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